CHARTING THE WATERS
MAPPING THE PROCESS

Key Roles

- Setting the Example

- Setting Direction

- Educating Others

……Towards Establishing Systematic Processes

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Presented by:
Georgette Bonifacio Carroll
Linda Long
June 15 & 16, 2006

Leadership Operating Guidelines
Bringing our new member up to date

Participate
- Be engaged
- Be committed to the team
- Stay focused
- Openly communicate
- There are no titles

Show Respect
- Respect other ideas
- Consider alternate ideas

Make good use of our team time
- Come prepared
- Be goal oriented
- Review accomplishments at every meeting (did we meet the goal?)
- Respect time

Work together to reach consensus

We commit to follow our ship's log:

_____
Tom Willi

_____
Teresa Aguiar

_____
Debbie Frederick

_____
Peter Horton

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VISION

Working and learning together to maintain the diverse community by preserving the natural resources and habitat that makes us a unique and preferred place to live and visit!

MISSION

The mission of Monroe County is to provide outstanding public service responsive to the needs of our citizens, our unique community, and our environment.

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OUR VALUES
WE BELIEVE IN THE HIGHEST OF ETHICAL BEHAVIOR AS WE SAIL THE SEVEN "C"s

- **Competence – knowledge**
  - We encourage a competent workforce through continuing education and training. Knowledge adds value to the services we provide and increases employee and citizen satisfaction.
- **Creative - new ideas**
  - We are open to new ideas. We believe in taking fresh approaches to overcome challenges while striving to add value to the services we provide to our community.
- **Committed - career as a calling to public service**
  - We believe that service to government is the highest career calling. A professional attitude imposes a pledge of excellent performance with a commitment to the organization.
- **Concern - fiscal responsibility**
  - We believe fiscal responsibility demonstrates our respect for the citizens whose taxes support our organization. Fiscal responsibility recognizes that most problems cannot be solved by money alone; however, take seriously our task to safeguard the public trust.
- **Care - Positive and supportive work environment**
  - We provide a positive work environment for our employees by recognizing their needs and allowing a balance with their professional and personal lives. We treat everyone with respect. We are compassionate and responsible to the needs of all citizens.
- **Communication – exchange of ideas**
  - We believe that two way communication amongst our organization, our employees, and our citizens is essential. We encourage feedback and the sharing of ideas. By working together, we can share information and improve our services through open government.
- **Continuity - fairness, equality and sustainability**
  - We believe in fairness and equality and place emphasis on truth and honest in all of our actions. Through the use of strategic planning we ensure the continuity and sustainability of County services and programs.

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Captain's Convene
During the past month how were we personally involved with our efforts
(Category 1.1a1)

- Status Update

- Assess the Crew

- Communication Successes and Situations

- Supporting the Approved Mission, Vision, Values

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What is Strategic Planning?

- **What it is?**
  - To set the direction of the county to improve its prospects for long term prosperity.
  - Converts Vision into actionable steps – to realize the Vision

- **What will we do today?**
  - Focus on approaches and HOW it will be done.

CREATING THE PLAN
THE HOSHIN PLANNING MODEL

- Hoshin literally means "compass needle"
- Identify the important areas to change and improve
- Determine the most effective actions throughout the County to address these areas
- Create a plan to implement the actions
- Provide a mechanism to review and correct the plan
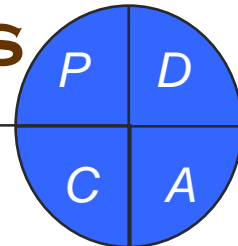- Gain insight and lessons from the process

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Why Hoshin?

- Instill commitment to worthy goals
- Separates the trivial many to the vital few
- Focus on organizational learning
- Aligns with our common direction
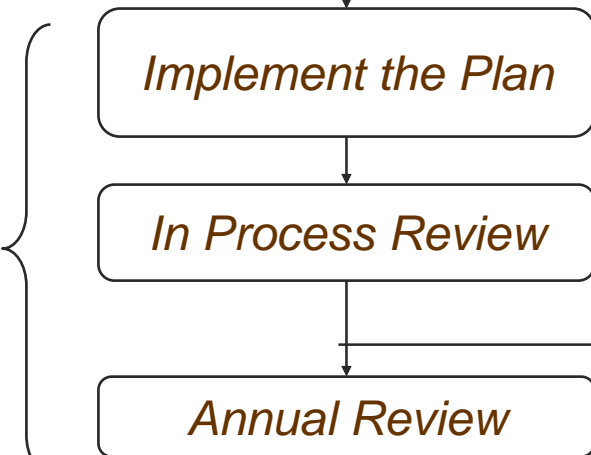- Establishes a view on reaching beyond

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HIGH LEVEL VIEW OF THE HOSHIN PROCESS

P	D
C	A

WHAT
Do we need to do?

- Develop the Vision & Mission
- Determine Present State
- Prioritize key Vision & Mission elements
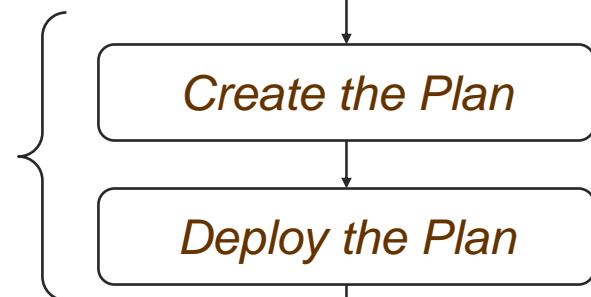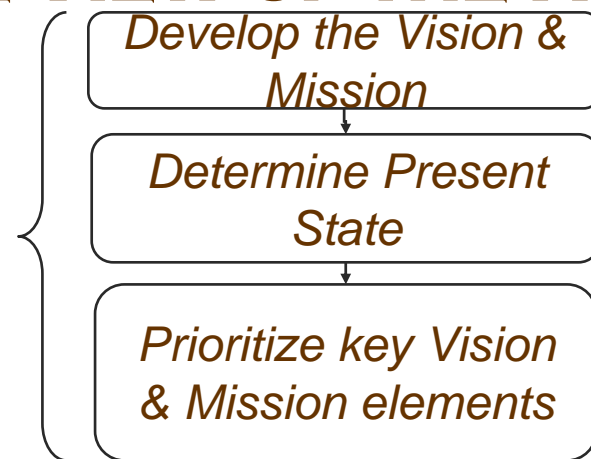
Determine WHO is involved?

HOW
Should we do it?

- Create the Plan
- Deploy the Plan

Correct (process improvement)
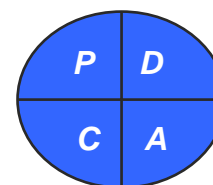
HOW
Are we doing?

- Implement the Plan

P	D
C	A

- In Process Review
- Annual Review

Improve Process

Brainstorming and Information

Wide scan to assess Present Situation

Narrow Focus with SWOT

Narrow Further to align with Vision

Determine Objective

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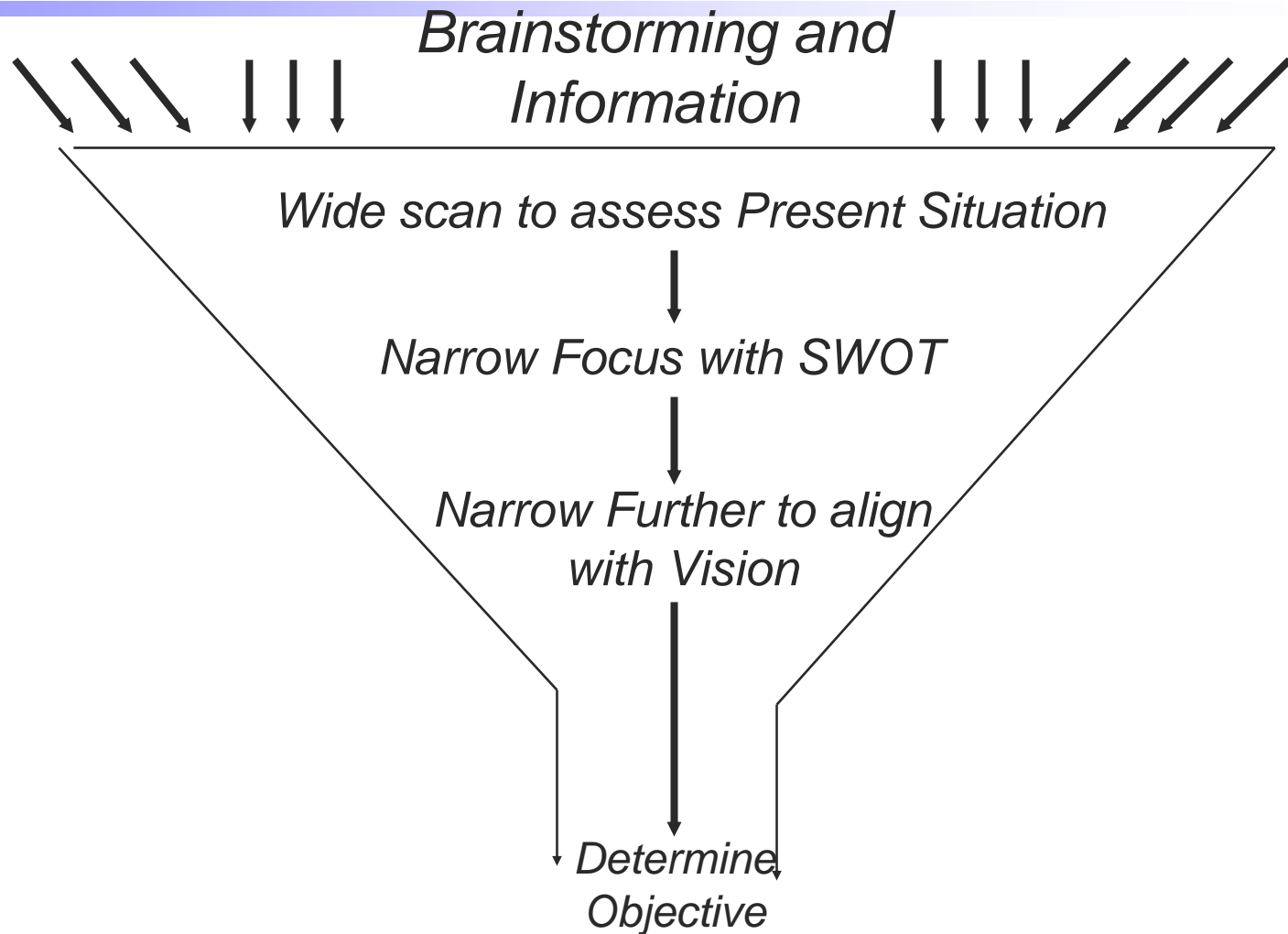
- **What is the purpose of a Current State Analysis?**
  - To establish the starting point
  - To determine how far we are from the vision

- **What should be in Current State?**

Determine Present State

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WHAT
Do we need to do?

Determine the [obscured]

Determine Present State
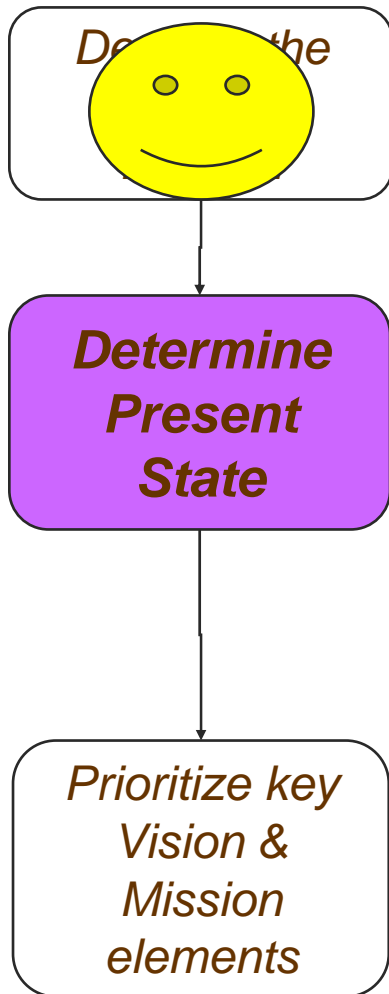
Where do we look to understand our present state?

Prioritize key Vision & Mission elements

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- **Begin with mission**
- **Use**
  - Employee Feedback
  - Performance v. last plan
  - Higher level objectives
  - Values
  - Process performance
  - Comparative performance
  - Customer needs and satisfaction
  - Current services as provided
  - Geographic differences
  - Critical Success Metrics
  - STEEP factors (social, technology, economic, environmental and political)
- **Prepare a SWOT Analysis of those factors**

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THIS YEAR
How would we do this?

- Let's create the process
- Let's practice the process
- Use Administrators List
- Brainstorm the SWOT
- Practice the SWOT

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KEY INDICATORS FOR MONROE COUNTY

County Level
Timely (cycle time)
% issues solved
cost per unit of
service, Progress of
long term plans

County
Measure

OUTSTANDING
PUBLIC
SERVICE

Operations Level
Absenteeism
Turnover
% Satisfaction
360 Feedback
Levels of Training
Efficiency &
Effectiveness

Employee
Measure

Citizen
Measure
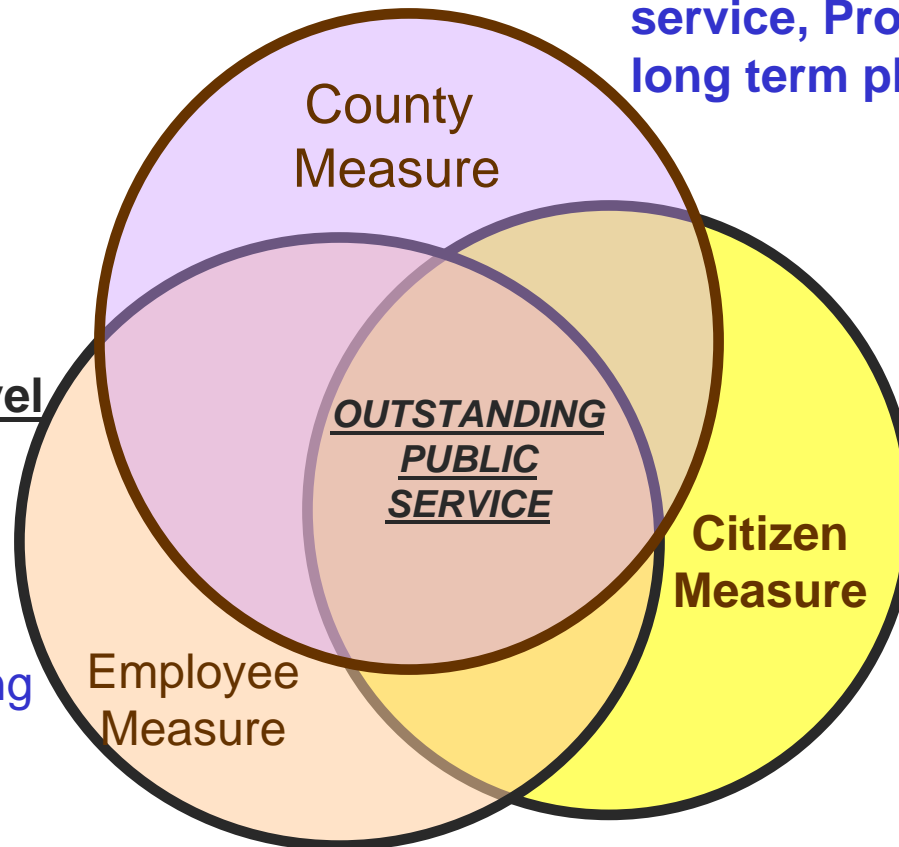
Business Level
Resolution time
(cycle time)
availability of service,
% satisfied
% of complaints or
compliments

Values = Desired Organizational Behavior

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CURRENT STATE

- Strong Administrator
- Transitioning from Stone Age to Organizational Learning
- Completed Assessment – know how far we have to go
- Our greatest shortcoming is Communication
- We are treated the same at all locations
- Have BOCC backing of Sterling effort
- 50% senior staff seems to be on board
- There are perception issues with Leaders, Public and BOCC
- 68% of our employees indicate they are satisfied with their jobs
- Staff levels will remain current (approx 550)
- We will have a millage reduction this year, although more funds are available (higher valuations)
- $100 M in reserve (financially stable)
- Low to "no" employee litigation issues
- Employees live and work in the county (a part of the community)
- Turnover is down for 3 years in a row, currently at 13%

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Strengths

- We are a helpful, customer service wise
- Strong Leader
- Committed, strong, educated, dedicated employee base
- Financially stable
- Recognize employee retention issues and address them
- Employees care about the tasks we carry out – want to do what is right
- We encourage new ideas
- Very desirable place to live and work
- Diverse work force
- A focus on financial savings from employees
- Empowering organization – we don't micro manage
- Competent and Courageous Leadership
- Open to the implementation of technology
- Address major county issues – affordable housing, waste water issues
- Not stagnant, a changing organization
- Progressive community – citizens are well informed, successful and educated
- Citizens and employees are concerned about environment

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WEAKNESSES

- Communication between levels of administration – how the message is received could be improved
- Role confusion – staff unclear of role of policy implementer vs. policy maker
- No real control over finances day to day (Clerk issue)
  - Time consuming and unnecessary process
  - Meaningless system of checks and balances (overly bureaucratic)
- Lack of knowledge of the county functions (publicly and internally)
- Perception still exists that treatment is different
- Have employees who do not want to go above and beyond
- Tend to rush to judgment – firefight
- Identifying and correcting weaknesses in performance (accountability)
- No formal training process (we do have guidelines)
- Direct interaction – management interference from the BOCC

- Lack of office space – need for record retention
- No formal recognition in place county wide (inconsistent)
- Employees closed to new ideas and suggestions
- Period of constant change is causing insecurities
- No real incentive to excel and take risks
- Negative press coverage
- Political flip flop (priority changes – publicly criticize, reject solutions)
- Problematic IT system
- No employee performance measures to justify positions and work
- Perceptions of benefits is bad
- Participation in tuition reimbursement is low
- HR not used as a resource for employee issues
- Lack of coordination between divisions on projects
- Duplication of paperwork linked to geographic differences
- Not all our managers are good managers (no manager training)

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- ## Instructions:
  - ○ Each division director should make a list of their 5 highest opportunities based upon the strengths, weaknesses and threats.

1.

2.

3.

4.

5.

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Threats

- Exposing our mistakes and subjecting us to criticism
- Would need a follow up plan to embed learning from training
    - Plan to develop training
    - Plan to deploy it
- Defining our expectations around "above and beyond"
- Inability to hire and replace employees
- May not like what we hear when we begin to communicate top to bottom
- Risk inconsistent messages and ability to respond as one - miscommunication
- Cost money to implement
- Difference of opinion on how to flatten organization
- Conflict in recommendations with BOCC
- Privatization of services may eliminate some services internally
- May change policies and procedures – change is difficult
- IT changes may take a long time (data interface issues) and may cost more than the benefit
- Technology changes very fast – keeping up

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How to determine Current State

```
┌─────────────────┐      ┌──────────────┐         ◇           ┌──────────────┐
│  Made a list of │      │              │       ╱   ╲         │              │
│ what is needed  │ ───▶ │ ID Available │ ───▶ ◇  Data? ◇ ──▶ │  Gather the  │
│ for current state│     │    Data      │       ╲   ╱         │     Data     │
└─────────────────┘      └──────────────┘         ◇           └──────────────┘
```

Made a list of what is needed for current state → **ID Available Data** → **Data?** → **Gather the Data**

Think Stormed

Began SWOT Analysis

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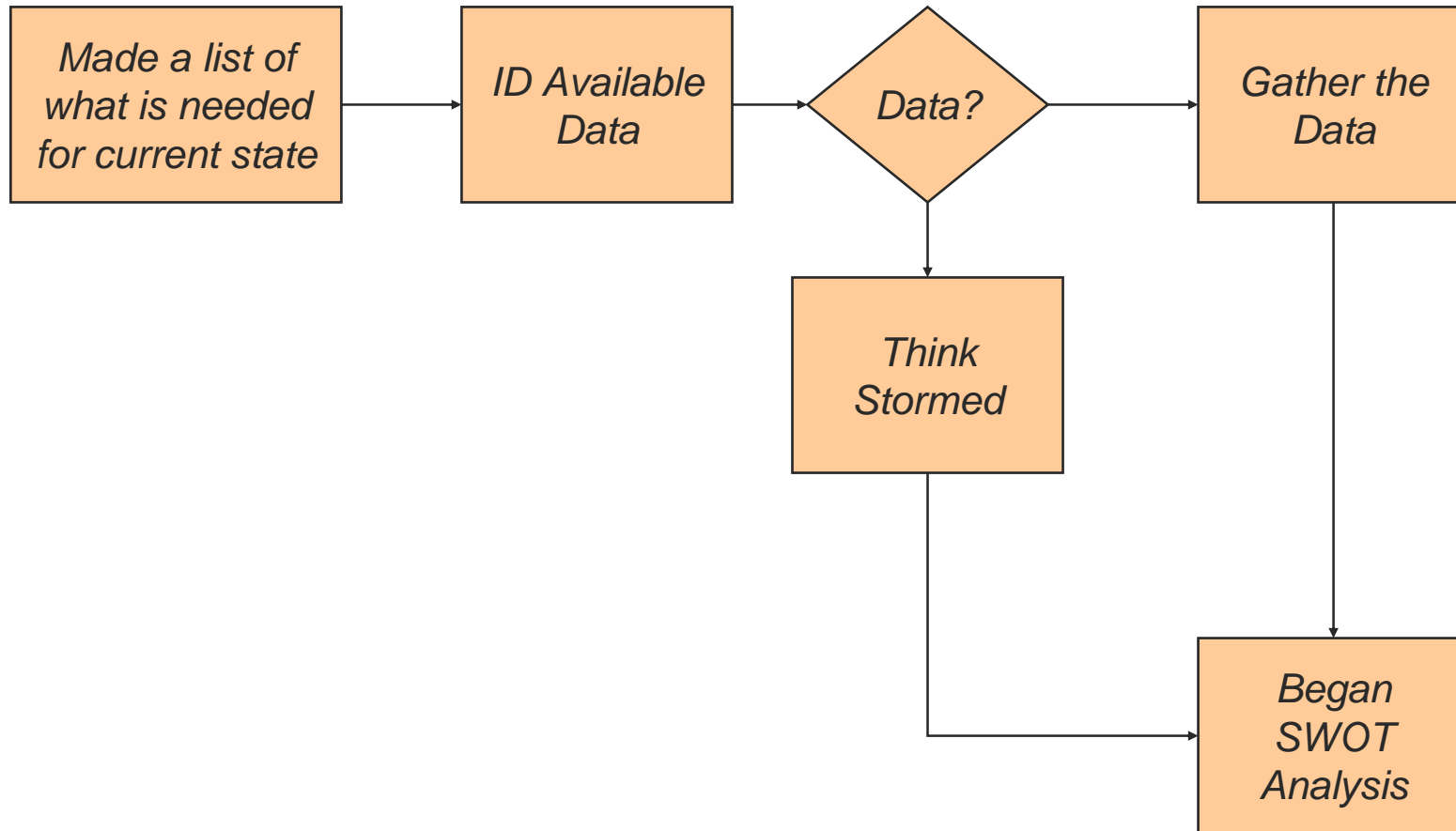
THE PROCESS FOR PRIORITIZING AND SELECTING IDEAS

Get individual input from all participants using "Opportunities" as the starting place → Create List → *Use the $100 Test to prioritize*

Use the $100 Test to prioritize → *Affintize and combine as needed* → Group Discussion → Agree?

no

Agree? yes → Reach Consensus → Commit → *Expand to identify actions and participants*

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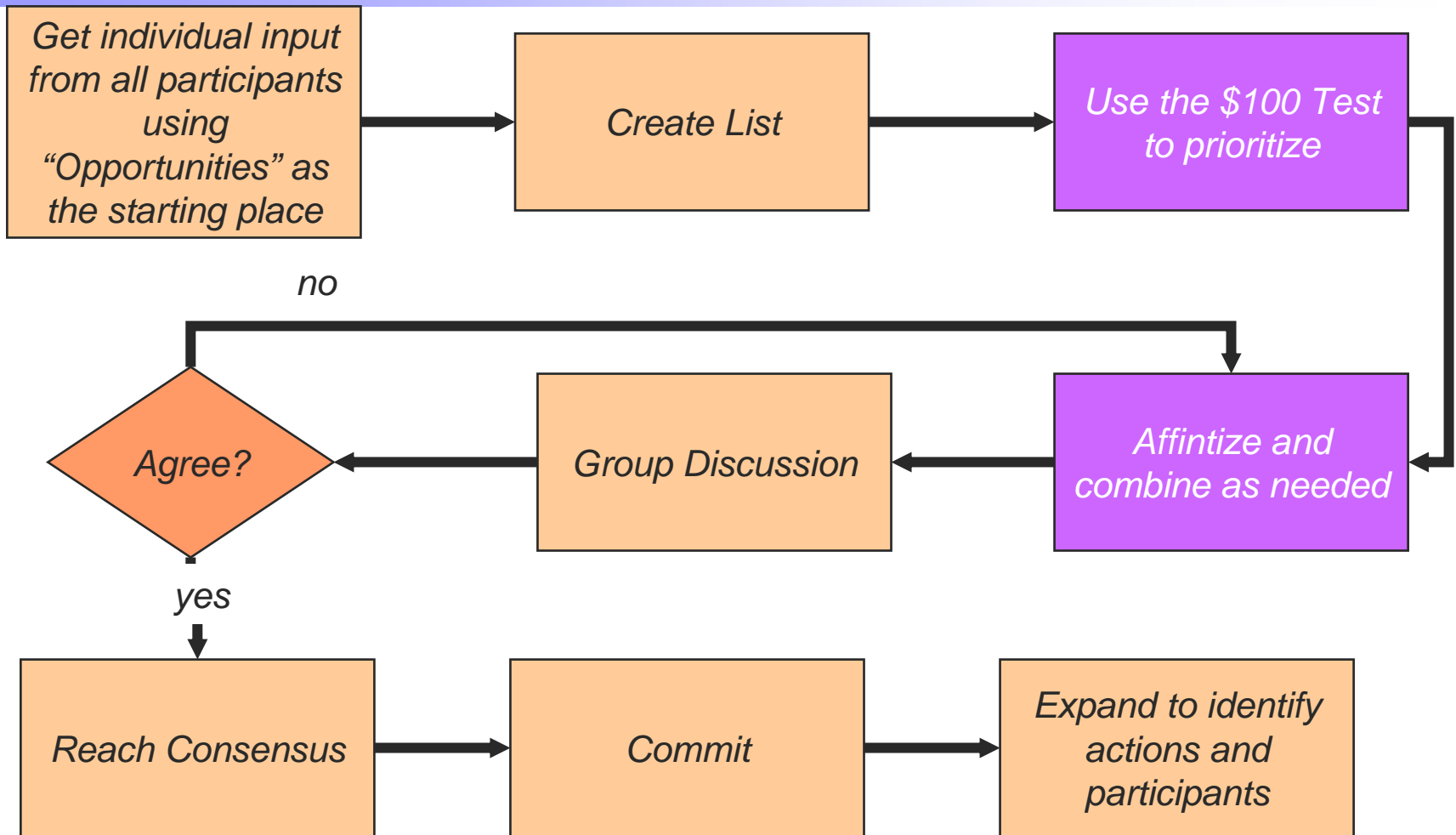
Balance the measures to show how performance affects all of the organization's stakeholders, not just the agency's viewpoint.
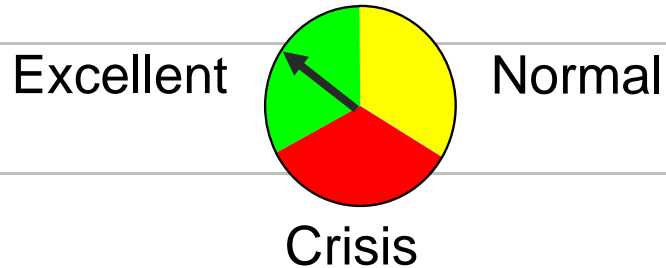
Simplify the measurement system to the smallest metric required to manage effectively:

OVERALL CONDITION

Excellent | Normal

Crisis

County Measure: EFFECTIVENESS

Excellent | Normal

Crisis
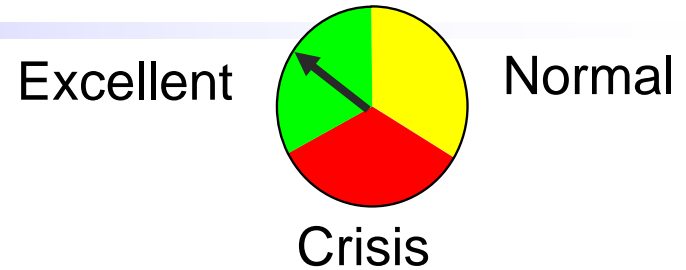
Employee's Measure: MORALE

Excellent | Normal

Crisis
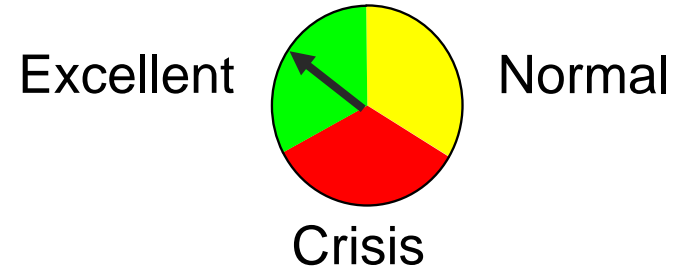
Citizen's Measure: SERVICE

Excellent | Normal

Crisis

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Determine the

Determine Present State

Prioritize key Vision & Mission elements
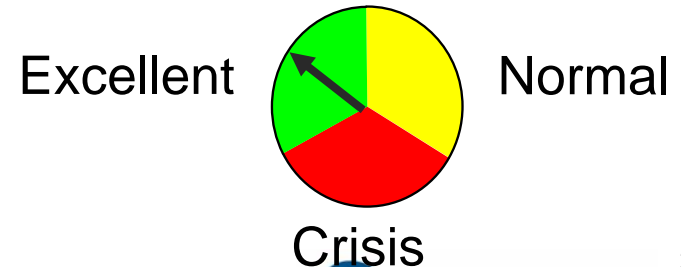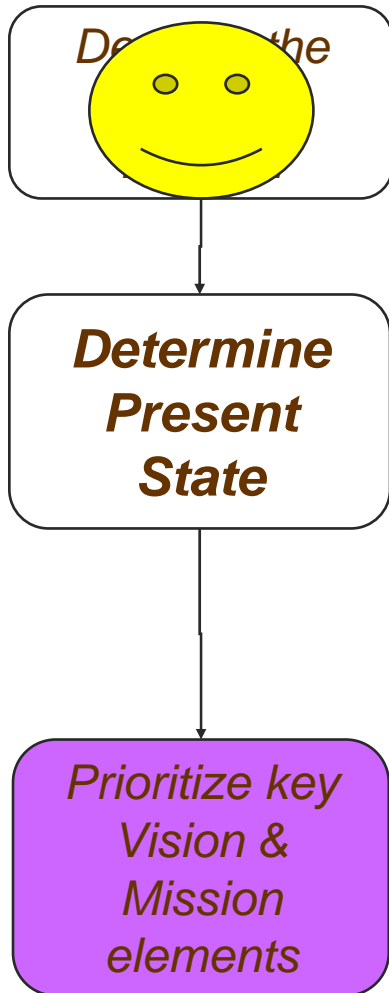
What do we need to ensure alignment to mission and vision?

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Assessing the Gap

Good | Some | None

Emergency Svs.	Public Works	Growth Mgt.	Housing & CD	Community Serv.	Admin & Support	Engineering	Vision Elements	Timely	Cost Per Unit	% Resolved	Customer Sat.	Efficiency	Effectiveness	Employee Sat.
Critical Processes								**Critical Success Metrics**						
							Working Together							
							Learning Together							
							Diverse Community							
							Preservation							
							Unique							
							Preferred Place to Live							
							Preferred Place to Visit							

TO WHAT EXTENT DO THE BUSINESS PROCESSES SUPPORT THE VISION ELEMENTS?

HOW WELL DO THE METIRCS MEASURE THE VISION ELEMENTS?

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Vision Elements	Critical Processes													
	Admin. Office	Finance - OMB	Human Resources	Public Safety	Public Works-Utilities	Community Services	Growth Mgt.	Building & Zoning	Building Maint.	Roads	Engineering			BOCC
Working Together														
Learning Together														
Diverse Community														
Preservation														
Unique														
Preferred Place to Live														
Preferred Place to Visit														

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Next Step

- We will develop a baseline to know where to start our journey towards the vision

- Ratings will assist in prioritizing actions to be taken

- Our job at the next meeting will be to analyze this information.

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What is the $100 Test?

- You each have ten gold bars each valued at $10 each.

- Distribute your money among the list of ideas based upon your view of relative value of the idea.

- The idea with the most value(s) moves forward for confirmation as a key objective for next year.

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- Openly communicate at all levels in the county

- Create Sterling Processes

- Recognition

- Coordinate Training

- Work with Clerk

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- Step One: Ask the key question "What are all the things we can do to improve (the objective)....communication
  - Each person brainstorms using the consensus model
  - Create a tree diagram of the responses
  - If more than 3 ideas, use the $100 test

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- **Step Two:** Identify the metric, discuss "how will know that we have achieved the communication objective?"
  - Group Discussion given the lack of metrics
  - Use consensus to agree

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- To be done after self assessment

- Step Three: Identify the areas to address communication efforts

- Step Four: Establish goals and timeframes

- Let's practice: Communicating Mission, Vision and Values

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ID Key
Implementation
Staff

Key goals or
means to
accomplish

Step

Step

Continue As
Needed

Key Flow Step

Key goals or
means to
accomplish

Step

Step

Key goals or
means to
accomplish

Step

Step

Key goals or
means to
accomplish

Step

Step

Key Flow Step

Key goals or
means to
accomplish

Step

Step

Process to flow in this direction

Improvement

Key Flow Step

Key goals or
means to
accomplish

Step

Step

Key goals or
means to
accomplish

Step

Step

Key goals or
means to
accomplish

Step

Step

Key Flow Step

Key goals or
means to
accomplish

Step

Step

Key goals or
means to
accomplish

Step

Step

Key Flow Step

Key goals or
means to
accomplish

Step

Step

Key goals or
means to
accomplish

Step

Step

Meeting Message

- Create a meeting message that would say:
  - What did you accomplish?
    - Action plan to improve communication through the development of the web site and MVV
    - Developed Strategic planning process
      - Current State
      - SWOT
      - Developed preliminary opportunities for next year
      - Developed an assessment tool to align measures and divisions with Vision
      - Learned about PDCA

  - Action Learning – Developing Capability
- How will it be delivered? Thru the new web site

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- Meeting – July 5 at 1:00 and July 6th 8:30 to 12:00

- Homework
  - Complete assessment with Division Directors
  - Ask for feedback on the opportunities with DD

- Looking Forward
  - Select and approve opportunities for next year
  - Begin to develop the first two levels of the action planning

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Continuing the Journey Next Port of Call for Leadership Systems

- **Meeting**
  - Executive Coaching Sessions
    - Today from 1:00 – 5:00
    - July 5th or 6th
  - Leadership Session - TBD

- **Homework**
  - Read "The Baptist Healthcare Journey to Excellence"

- **Looking Forward**
  - Bridging the Strong Bridge Across the Islands
  - Creating and Maintaining a Great and Unique Culture

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Continuous Improvement

What did we do well and what could we add to improve your knowledge.

WWW

+

OFI

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